

PROPOSED REMARKS  
BY  
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AT THE  
CAREER TRAINEE GRADUATION CEREMONY  
OCTOBER 28, 1988

GOOD AFTERNOON. I AM VERY PLEASED TO BE HERE TO HELP MARK YOUR GRADUATION FROM THE CAREER TRAINING PROGRAM. ~~DURING THE LAST YEAR~~ <sup>stern</sup> ~~AND A HALF~~, I HAVE HAD AN OPPORTUNITY TO ~~SEE~~ SOME OF THE DIFFERENT ASPECTS OF YOUR TRAINING, AND I BELIEVE YOU HAVE COMPLETED AN EXCELLENT PROGRAM. WHAT YOU HAVE LEARNED DURING YOUR COURSES AND INTERIM ASSIGNMENTS WILL PROVE VALUABLE THROUGHOUT YOUR NEW CAREER. THE BONDS YOU HAVE ESTABLISHED WITH EACH OTHER ARE IMPORTANT, AND I'M SURE MANY OF YOU WILL NEVER FORGET THE PERSONAL AND COLLECTIVE TRIUMPHS YOU ACHIEVED DURING THE COURSE OF THIS PROGRAM.

I WANT TO USE MY TIME HERE TO SHARE WITH YOU SOME OF MY OBSERVATIONS ABOUT OUR AGENCY -- OUR PEOPLE, OUR RESPONSIBILITIES, AND OUR VALUES. <sup>AS</sup> ~~YOU ARE ABOUT TO BECOME~~ <sup>Responsible</sup> FULL PARTNERS IN OUR WORK ~~AND~~ IT'S IMPORTANT FOR YOU TO HAVE A CLEAR IDEA OF YOUR COMMITMENT.

I AM HAPPY TO SEE THAT SOME OF YOUR SPOUSES ARE HERE TODAY TOO -- I

WELCOME THEM. WHEN THEY MARRIED YOU, THEY MAY NOT HAVE REALIZED THAT THEY, TOO, WOULD BECOME PART OF OUR AGENCY FAMILY.

I THINK THAT THERE ARE MANY ADVANTAGES TO BEING PART OF THE CIA FAMILY. BUT THERE ARE ALSO RESPONSIBILITIES. WE PERFORM VERY IMPORTANT WORK. WE HAVE A RESPONSIBILITY TO ENSURE THE INTEGRITY OF OUR PRODUCT -- AND THE INTEGRITY OF OUR ACTIONS. IT IS DIFFICULT, IF NOT IMPOSSIBLE, TO ENSURE INTEGRITY IN ONE WITHOUT MAINTAINING IT IN THE OTHER.

OUR WORK -- TO PROVIDE OUR GOVERNMENT WITH USEFUL, TIMELY, AND OBJECTIVE INTELLIGENCE AND TO CARRY OUT COVERT ACTIONS AUTHORIZED BY THE PRESIDENT -- IS INDISPENSABLE TO A NATION WITH OBLIGATIONS AS THE LEADER OF THE FREE WORLD. I SEE NO SIGNS THAT THESE RESPONSIBILITIES WILL DIMINISH. IN FACT, THERE IS EVERY INDICATION THAT OUR WORK WILL INCREASE IN IMPORTANCE AS POLICYMAKERS FACE BOTH NEW AND INTENSIFIED FOREIGN POLICY PROBLEMS.

*James*  
WE FACE NEW CHALLENGES IN OUR EFFORTS ON THE SOVIET UNION.  
GORBACHEV'S DRIVE FOR DOMESTIC REFORM AND HIS FOREIGN POLICY

INITIATIVES HAVE MANY IMPLICATIONS FOR U.S. INTERESTS. IN ORDER TO MEET THE INCREASING INTELLIGENCE NEEDS OF POLICYMAKERS, WE MUST BE AGGRESSIVE AND DEDICATED IN OUR COLLECTION EFFORTS, AND CAREFUL AND COMPLETE IN OUR ANALYSIS.

ARMS CONTROL WILL CONTINUE TO REQUIRE SUPPORT FROM EVERY PART OF OUR ORGANIZATION, AS WE MONITOR THE INF TREATY AND SUPPORT NEGOTIATION OF THE START TREATY.

RECENT MOVES TOWARD PEACE DO LITTLE TO LESSEN OUR RESPONSIBILITIES. ALTHOUGH THE SOVIETS ARE WITHDRAWING FROM AFGHANISTAN, CONFLICT BETWEEN THE REGIME AND THE RESISTANCE FIGHTERS CONTINUES. AFGHANISTAN MUST REMAIN AN IMPORTANT FOCUS OF OUR WORK. THE PERSIAN GULF WILL ALSO REMAIN AN INTELLIGENCE PRIORITY. THE USE OF CHEMICAL WEAPONS IN THE IRAN-IRAQ CONFLICT, THE FITFUL PEACE TALKS BETWEEN THOSE TWO COUNTRIES, AND THE CONTINUED U.S. MILITARY PRESENCE IN THE GULF ALL ENSURE THAT POLICYMAKER INTEREST IN THE REGION WILL CONTINUE TO BE HIGH.

ALTHOUGH THESE ARE JUST A FEW OF THE ISSUES AND CHALLENGES WE  
FACE, THEY EMPHASIZE HOW MUCH WE NEED YOU ON THE JOB. THEY SHOULD  
ALSO IMPRESS YOU WITH THE WEIGHT OF OUR RESPONSIBILITY -- A  
RESPONSIBILITY THAT REQUIRES MAINTAINING INTEGRITY AND HIGH QUALITY  
IN OUR PRODUCT. AND THIS IS ONLY POSSIBLE IF WE MAINTAIN INTEGRITY  
IN OUR ACTIONS.

AS YOU ENTER OUR WORKFORCE, YOU MUST UNDERSTAND THAT WE WILL PUT  
GREAT TRUST IN YOU -- AND YOU WILL NEED TO BE WORTHY OF THAT TRUST.  
OUR EMPLOYEES HAVE GREAT AUTONOMY -- THEY NEED IT TO DO THEIR JOBS  
WELL. AND WE TRUST THEM TO USE THEIR FLEXIBILITY AND THEIR  
DISCRETION WISELY. WE COULD NOT FUNCTION IF WE COULD NOT TRUST A  
CASE OFFICER, ALONE WITH AN AGENT IN A SAFEHOUSE, TO REPORT  
PRECISELY WHAT IS SAID AND DONE. WE COULD NOT EXPECT ANYONE TO  
VALUE OUR INTELLIGENCE IF WE WERE NOT CERTAIN OUR ANALYSTS DID THEIR  
BEST TO PRESENT THE COMPLETE PICTURE, WITHOUT BIAS. WE COULD NOT  
DEVELOP AND MANAGE COMPLEX TECHNICAL COLLECTION SYSTEMS -- SOME  
COSTING MILLIONS OF DOLLARS -- IF OUR PROJECT OFFICERS WERE NOT

BEYOND REPROACH. AND WE WOULD NOT HAVE THE FLEXIBILITY NECESSARY  
FOR QUICK AND CREATIVE RESPONSES IF WE COULD NOT RELY ON OUR  
ADMINISTRATIVE OFFICERS TO WORK WITH A MINIMUM OF SUPPORT AND  
GUIDANCE.

ILLEGIB

YOUR ACTIONS MUST ALSO BE WORTHY OF PUBLIC ACCEPTANCE AND PUBLIC  
TRUST. WE WILL HAVE THIS ONLY IF WE ARE ALL SEEN TO BE FIRMLY  
COMMITTED TO THE CONCEPTS OF INTEGRITY AND OBJECTIVITY. AS A  
GUIDING PRINCIPLE, OUR SECRET ACTIVITIES MUST BE SO WELL THOUGHT OUT  
THAT, IF THEY WERE TO BECOME PUBLIC, THEY WOULD BE SEEN TO MAKE GOOD  
SENSE. TO GAIN THE PUBLIC'S TRUST, OUR GOALS AND ACTIVITIES MUST  
ALWAYS EMBODY AMERICAN VALUES.

ILLEGIB

*first & foremost*  
TO KEEP THE PUBLIC'S TRUST, WE MUST <sup>^</sup> ~~ALSO~~ BE FAITHFUL TO OUR  
NATION'S LAWS AND TO OUR CONSTITUTION. IT IS ONLY BY UPHOLDING THE  
LAWS OF THE UNITED STATES THAT WE CAN BE ASSURED OF PUBLIC SUPPORT  
FOR WHAT WE DO.

I URGE YOU TO BE CREATIVE, AGGRESSIVE, AND RESPONSIVE. BUT  
THERE MUST BE NO CONFLICT BETWEEN FULFILLING OUR MISSION AND

ILLEGIB

*an*  
OBSERVING ~~THE~~ LAW. I AM DEEPLY COMMITTED TO THE CONCEPT THAT, WHILE  
WE MUST GET THE JOB DONE,  (WE MUST DO OUR WORK WITH ABSOLUTE FIDELITY  
TO OUR CONSTITUTION AND TO OUR LAWS.) I HAVE WORKED TO ENSURE THAT  
YOU CAN DO YOUR WORK WITH THE MEANS AND THE FLEXIBILITY THAT YOU  
NEED, BUT ALWAYS WITH THE UNDERSTANDING THAT YOU, IN TURN, WILL  
HONOR YOUR RESPONSIBILITIES TO THE CIA AND TO THE COUNTRY.

YOUR SENSE OF COMMITMENT IS IMPORTANT. DURING YOUR CAREER, YOU  
WILL BE WORKING TO PROTECT AND SERVE THE NATION, AND YOU WILL HAVE  
TO PUT THAT TASK ABOVE SELF-INTEREST. THERE WILL BE LONG HOURS, AND  
YOU AND YOUR FAMILY WILL ENDURE SOME DIFFICULT TIMES. OUR LIVES ARE  
GOVERNED, NOT BY A TIMECLOCK, BUT BY THE FLOW OF WORLD EVENTS.  
PERSONAL SACRIFICE IS -- NECESSARILY -- A PART OF OUR ETHIC.

IT IS AN ETHIC THAT CHALLENGES ALL OF US TO DO OUR VERY BEST.  
DURING THE LAST YEAR AND A HALF, I HAVE COME TO KNOW SOME  
EXTRAORDINARILY TALENTED AND DEDICATED AMERICANS IN THIS AGENCY. I  
HAVE VISITED 18 COUNTRIES -- INCLUDING MANY IN THE MIDDLE EAST --  
*Some there made*  
AND I HAVE OBSERVED FIRSTHAND THE SUCCESS OF OUR OPERATIONS

OVERSEAS -- A SUCCESS THAT COMES IN SPITE OF PHYSICAL HARDSHIP AND

*other of friends on our own* PERSONAL RISK AND BECAUSE OF THE DEEP COMMITMENT OF OUR PEOPLE.

AS YOU HAVE SEEN IN YOUR TRAINING, WE ASK A LOT OF YOU. BECAUSE

YOU MET OUR HIGH ENTRANCE STANDARDS AND SUCCESSFULLY COMPLETED THE

CAREER TRAINING PROGRAM, I KNOW YOU ARE UP TO WHAT WE ASK. BUT

REMEMBER THAT YOUR RELATIONSHIP WITH THE CENTRAL INTELLIGENCE AGENCY

IS ONE OF MUTUAL SUPPORT. THIS IS AN AGENCY THAT TAKES CARE OF ITS

PEOPLE -- AN AGENCY THAT WILL ENCOURAGE YOU TO EXCEL AND REWARD YOU

*I expect you will stay because you want to stay.*  
FOR EXCELLENT SERVICE. ~~WE NEED YOU, AND WE WILL DO OUR BEST TO MAKE~~

~~YOU WANT TO STAY WITH US.~~

AT THE CONCLUSION OF THIS CEREMONY, EACH OF YOU WILL SET OFF ON

A NEW CAREER PATH. YOU CAME TO US FROM MANY DIFFERENT BACKGROUNDS.

AND, AFTER TODAY, YOU WILL <sup>*continue*</sup> ~~GO~~ YOUR INDIVIDUAL WAYS AS ANALYSTS,

OPERATIONS OFFICERS, ADMINISTRATIVE OFFICERS, PROJECT MANAGERS, AND

<sup>*disciplines*</sup> ~~TO OTHER SPECIALITIES.~~ BUT I HOPE THAT YOUR COMMON EXPERIENCE HAS

MADE EACH OF YOU -- FIRST AND FOREMOST -- AN INTELLIGENCE OFFICER.

ILLEGIB



WE NEED A UNITY OF PURPOSE, AND WE NEED TO UNDERSTAND  
ONE ANOTHER'S MISSIONS. YOU ARE PART OF SOMETHING MORE THAN  
SOME SPECIALIZED SKILLS, IMPORTANT AS <sup>They</sup> ~~IT~~ MAY BE, ~~AND~~ I WANT  
<sup>ABOUT</sup>  
YOU TO KNOW ~~OF IT~~ AND TAKE SATISFACTION IN ALL THAT WE DO FOR  
OUR COUNTRY. YOU ARE PART OF IT ALL.

MY WARMEST CONGRATULATIONS TO EACH OF YOU ON YOUR GRADUATION.

AND NOW,  WILL JOIN ME FOR THE PRESENTATION  
OF THE CERTIFICATES.

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